

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017/2018

DBS5018 – BUSINESS MANAGEMENT

(Diploma Students Only)

16 MARCH 2018
9.00 AM – 11.00 AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 3 sections.
2. For section A and B, shade your answers on the OMR sheet provided.
3. For section C, write your answers on the answer booklet provided.
4. Answer ALL questions.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1.5 mark). Shade your answers on the OMR sheet provided.

1. Which one of the following represents the two views of managerial impact on the success or failure of an organisation?
 - A. Omnipotent and symbolic.
 - B. Omnipotent and reflective.
 - C. Symbolic and interactive.
 - D. Reflective and interactive.

2. Internal constraints that influence managers' decisions and actions come from the _____.
 - A. attitudes of customers
 - B. culture of the organisation
 - C. prevailing political conditions
 - D. fluctuations in the stock market

3. Which of the following factors is an economic component of an organisation's external environment?
 - A. The employees of the organisation have, on average, 2.3 children.
 - B. The average customer of a firm has a high school education.
 - C. The firm's customers' disposable income falls in the range of RM25,000-RM40,000.
 - D. Most of the firm's customers live in Sabah.

4. Which of the following groups include individuals who were born between the years 1978-1994?
 - A. The Gen X-ers.
 - B. The Gen Y-ers.
 - C. The Baby Boomers.
 - D. Pre-Millennials.

5. Which of the following are the two dimensions of environmental uncertainty?
 - A. Degree of change and degree of complexity.
 - B. Degree of change and degree of volume.
 - C. Degree of complexity and degree of impact.
 - D. Degree of impact and degree of timing.

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6. If a company is paying minimum wage to its employees based on the legal standards, this act is showing the company has fulfilled its _____.
A. social obligation
B. social responsibility
C. social responsiveness
D. social expectation
7. When a firm advertises that it only uses recycled paper products, it is _____.
A. meeting its social obligation
B. meeting its social screening requirements
C. being socially responsive
D. following ISO 9000 standards
8. In which particular stage of moral development do individuals stick to rules to avoid physical punishment and follow rules only when doing so is in their immediate interest?
A. Preconventional stage.
B. Conventional stage.
C. Principled stage.
D. Post-conventional stage.
9. The process of applying social and environmental criteria to an investment decision is known as _____.
A. green screening
B. value-based selection
C. violation of profit maximisation
D. social screening
10. Managers who consider the impact of their organisation on the natural environment are said to be practicing _____.
A. value-based management
B. ethics-based management
C. socially responsible management
D. green management
11. A problem can **BEST** be described as _____.
A. a change from the past
B. something bad that has happened
C. a difference between current conditions and some desired state
D. a loss of something of value

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12. Fatin has identified several possible sources of Himalayan salt to make her bath salts. Now she is comparing their prices, quality, and delivery times. At what step is she in the decision-making process?
- A. Develop alternatives.
 - B. Analyse alternatives.
 - C. Select an alternative.
 - D. Implement the alternative.
13. Before going to work, LiYuan listened to the weather report that it will be raining. So, she decided to drive her car instead of riding her motorcycle. Her action shows that she has _____.
- A. analysed criteria
 - B. implemented a decision
 - C. assigned weights to criteria
 - D. evaluated a decision
14. It is assumed that a rational decision maker _____.
- A. faces unclear and ambiguous problems
 - B. is limited by his or her ability to process information
 - C. is unaware of all the possible alternatives and consequences
 - D. is fully objective and logical
15. _____ results in a solution that is considered "good enough."
- A. Escalating
 - B. Linear thinking
 - C. Intuition
 - D. Satisficing
16. Which one of the following is among the reasons why managers should plan?
- A. When work activities are coordinated around plans, inefficiencies become obvious.
 - B. Uncertainty can be eliminated and the organisation can avoid from changing.
 - C. Planning eliminates the need to set goals.
 - D. Planning eliminates the need to measure work effort.
17. Which one of the following statements is **TRUE** regarding an organisation's goals?
- A. All organisations share the single goal of making profits.
 - B. A single goal is more efficient than multiple goals for defining an organisation's success.
 - C. Using a single goal such as profit may result in unethical behaviors by employees.
 - D. Long-term success is ensured if managers emphasise only one goal for an organisation.

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18. If top management set a goal that each store in the company should have sales equal to or greater than RM10 per square foot per day, this would be an example of _____.
- A. a strategic plan
 - B. a directional plan
 - C. a financial goal
 - D. a strategic goal
19. Operational plans are usually _____.
- A. short term, directional, and standing
 - B. short term, specific, and standing
 - C. long term, directional, and single use
 - D. long term, specific, and standing
20. Long-term plans are defined as those with a time frame beyond _____.
- A. seven years
 - B. one year
 - C. five years
 - D. three years
21. The CEO is meeting with his top managers to determine the best way to compete with their competitors successfully. This group is developing the company's _____.
- A. strategy
 - B. competitive advantage
 - C. strengths and weaknesses
 - D. opportunities and threats
22. Computer provider ArtLort plans to enter a new market in another country. Which one of the following represents a threat for ArtLort?
- A. ArtLort 's profit margin in the previous year was its lowest on record and it will require long-term planning to improve margins.
 - B. ArtLort lacks the resources to enter the market on its own and has to find a partner in the new market.
 - C. ArtLort will have to plan its entry carefully as the laws in the country do not favour foreign businesses.
 - D. ArtLort needs to improve its service capabilities in the new country as this is an important source of revenue.

23. A bank estimates the capabilities of its customer service employees prior to implementing a new training program designed to change their method of providing customer service. The bank is _____.
- A. conducting an external analysis
 - B. formulating its competitive strategies
 - C. performing an internal analysis
 - D. performing an employee audit
24. Kelapa International, a global wiring harness company, allows each customer to access its engineering drawings on the company's extranet, speeding up the design process for every project. The company considers this as their _____.
- A. resource
 - B. capability
 - C. competitive advantage
 - D. opportunity
25. Top-level managers are responsible for _____ strategies.
- A. tactical
 - B. corporate
 - C. competitive
 - D. functional
26. Which of the following statements accurately defines work specialisation?
- A. It is the number of employees a manager can efficiently and effectively manage.
 - B. Individual employees specialise in doing part of an activity rather than the entire activity.
 - C. It is the line of authority extending from upper organisational levels to the lower levels.
 - D. It clarifies who reports to whom.
27. The process of grouping jobs together is known as _____.
- A. departmentalisation
 - B. centralisation
 - C. formalisation
 - D. organisational design
28. Eric Chong works with a team that includes production workers as well as marketing specialists to design the latest products for the company. This implies _____.
- A. the company is becoming more centralised
 - B. that Eric Chong's job responsibilities have been reduced
 - C. the company is becoming more mechanistic
 - D. that Eric Chong is a part of a cross-functional team

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29. The line of authority that extends from upper organisational levels to lower levels, clarifying who reports to whom, is known as the _____.
- A. employee power distance
 - B. unity of command
 - C. span of control
 - D. chain of command
30. When Mutusamy is offered a chance to help direct the efforts of some employees assigned to his work group, he sees this new assignment as a(n) _____.
- A. decrease in authority
 - B. increase in departmentalisation
 - C. increase in his responsibility
 - D. decrease in work specialisation

[TOTAL 45 MARKS]

SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark).
Shade "A" for the TRUE statement and "B" for the FALSE statement.

31. There are various recruitment options available in an organisation. This includes firing and early retirements.
32. Future of human resource needs are determined by the organisation's current level of production and the popularity of its products.
33. One of the disadvantages of employee referrals as a source of job candidates is that it generates unqualified candidates.
34. One of the challenges of a manager is to prove that the selection devices they use are a valid predictor of job performance.
35. Written essay and physical examinations are performance appraisal methods.

[TOTAL 5 MARKS]

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SECTION C: STRUCTURED QUESTIONS [50 Marks].

Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

Most managers, at one point or another, will have to change in their workplace.

- (i) Define “*organisational change*” and “*change agent*”. (4 marks)
- (ii) List any **THREE (3)** types of external forces and any **THREE (3)** types of internal forces for change. (6 marks)

[Total: 10 marks]

QUESTION 2

The best-known theory of motivation is Abraham Maslow’s hierarchy of needs theory. Maslow was a psychologist who proposed that within every person is a hierarchy of five needs. Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next need becomes dominant.

List and explain the **FIVE (5)** types of Maslow’s hierarchy of needs.

[Total: 10 marks]

QUESTION 3

- (a) Define “*leader*”. (2 marks)
- (b) List and explain the **FOUR (4)** types of leadership behaviours that contain in the Path-Goal Model. (8 marks)

[Total: 10 marks]

QUESTION 4

- (a) List any **FOUR (4)** specific behaviours that active listeners demonstrate. (4 marks)
- (b) List and explain the **THREE (3)** types of communication barriers. (6 marks)

[Total: 10 marks]

QUESTION 5

If managers did not implement control in their workplace, they would have no way of knowing whether their goals and plans have been achieved and what future actions to be taken.

- (a) Define “*control*”. (1 mark)
- (b) List the **THREE (3)** steps in the control process. (3 marks)

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- (c) Managers can implement control in the input, processes and output stages. List and explain the **THREE (3)** types of control that can be implemented for each of the stages.

(6 marks)

[Total: 10 marks]

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